

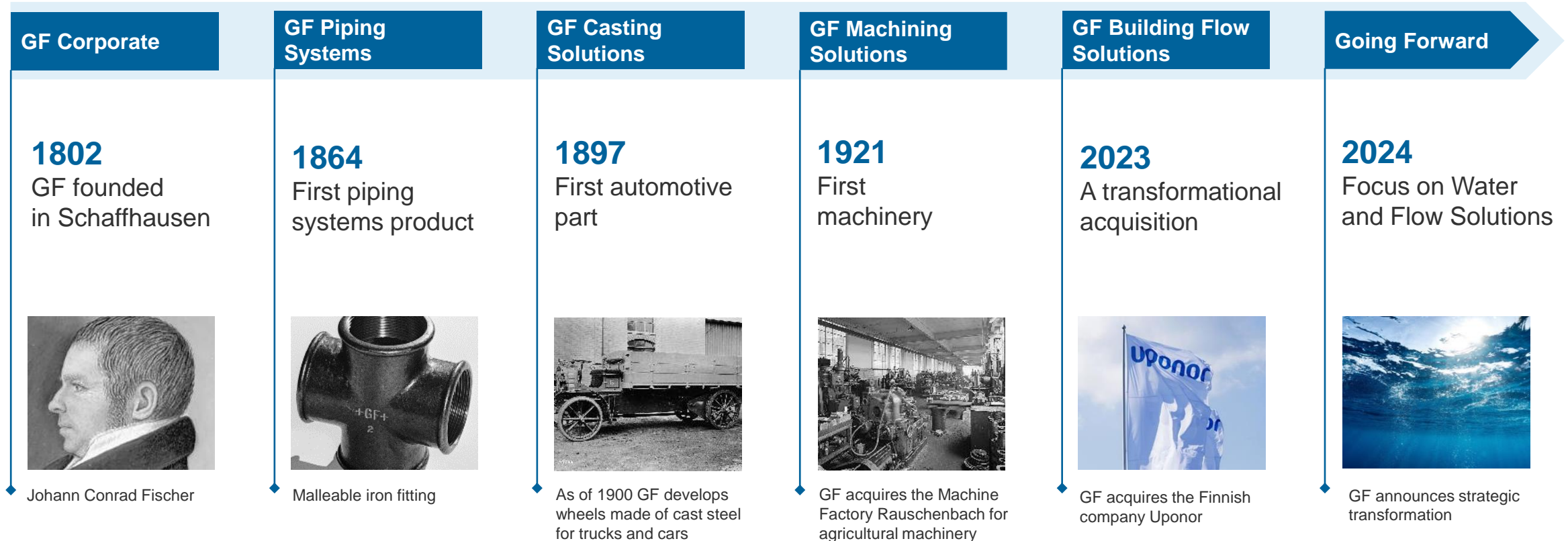


Schaffhausen, November 2024

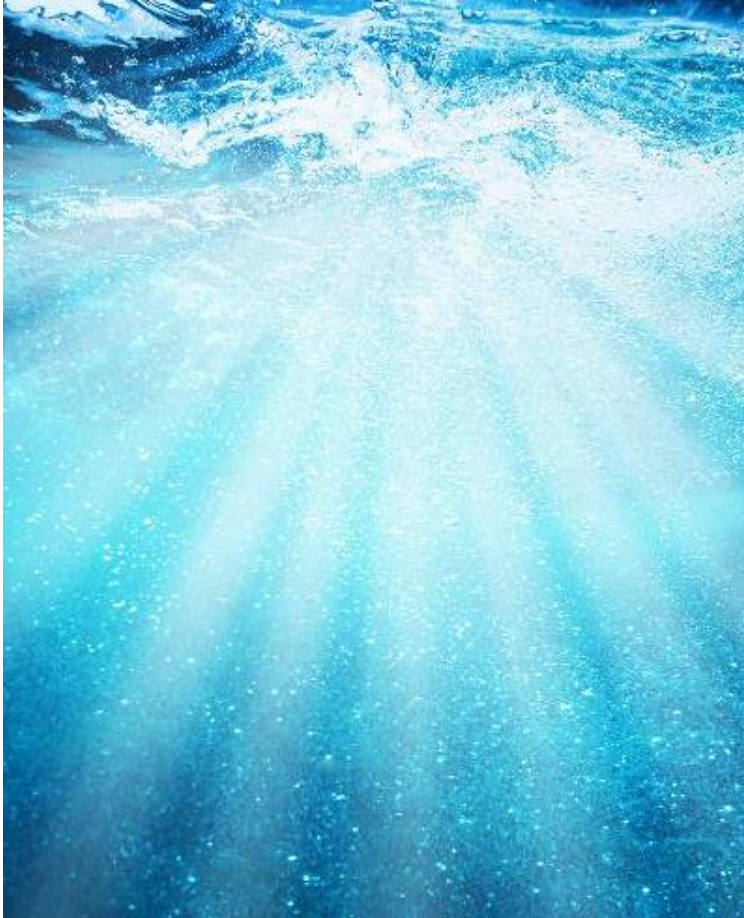
# Investor presentation



# For 222 years we have pioneered industrial technology...



# ...now, GF takes the next step in becoming the leader in Water and Flow Solutions



Divestment of GF Machining Solutions to UNITED GRINDING Group; strategic options for GF Casting Solutions are evaluated



Next phase in the transformation of GF to focus on sustainable Water and Flow Solutions



Divestment and subsequent deleveraging facilitates value-generating investments in Water and Flow Solutions



Accelerating profitable growth and increasing long-term resilience

# Transaction implications on balance sheet and leverage

## Financing

- Transaction value of CHF 630-650 million, finalization subject to closing of the transaction
- Consolidated gain at the level of net income
- Substantial reduction of net debt and leverage
- Subsequent issuance of corporate bonds to replace transaction financing and reduce interest expenses

## Financial reporting

- GF Machining Solutions will be disclosed as “discontinued business” for the financial years 2024 / 2025

**Bridge loan**  
(CHF ~ 700 million)

**Bond 2024**  
(CHF 400-500 million)

**Transaction value\***  
(CHF 630-650 million)

**Term loan**  
(CHF ~ 1'000 million)

**Bond 2025**  
(CHF 400-500 million)

► Interest expenses to decrease by CHF 20-25 million p.a.

\*excl. transaction of Biel real estate





# **Next step in the transformation of GF**

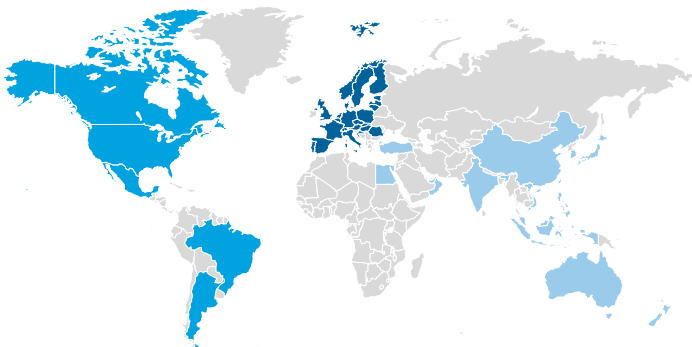




# GF going forward

## A global company

with local presence in 45 countries and headquartered in Schaffhausen (CH)



Sales of CHF 3.3 billion  
12'655 employees  
Figures: Pro-forma 2023

## Focus on Water and Flow Solutions

based on three different flow solution business areas



Buildings



Industry



Infrastructure

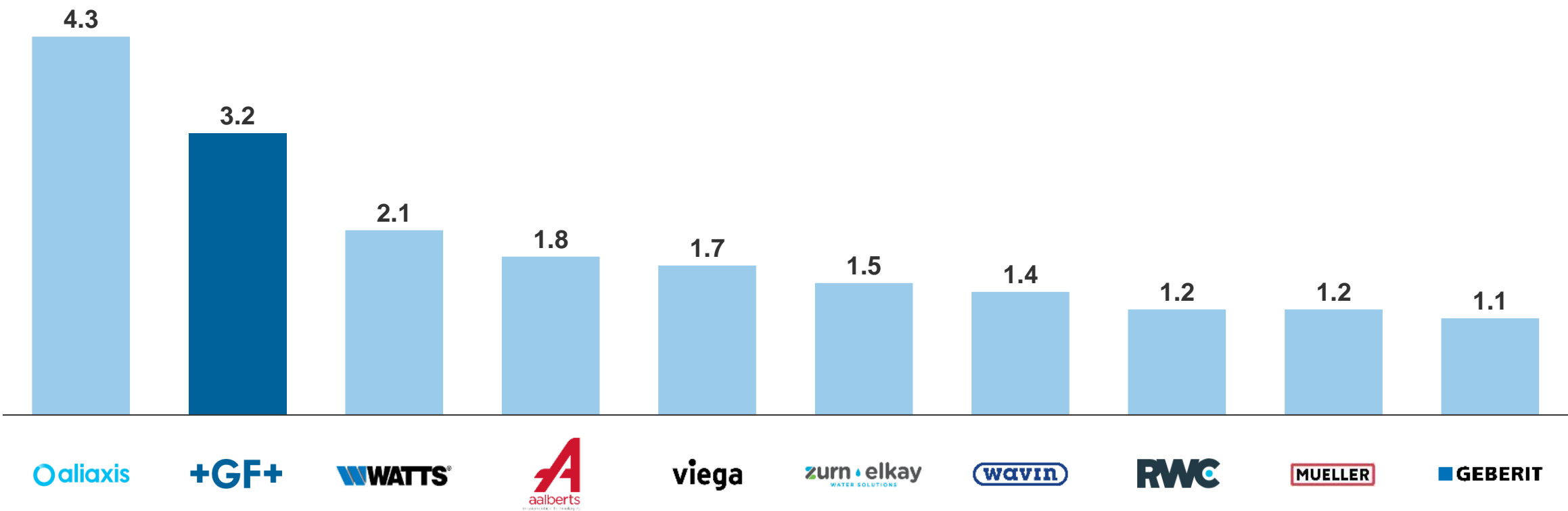
## Industry's Sustainability Leader

with an accelerated ESG profile addressing global water management challenges



# Becoming the leader in Water and Flow Solutions is within reach

2023 piping sales in EUR billion – pro forma GF + Uponor

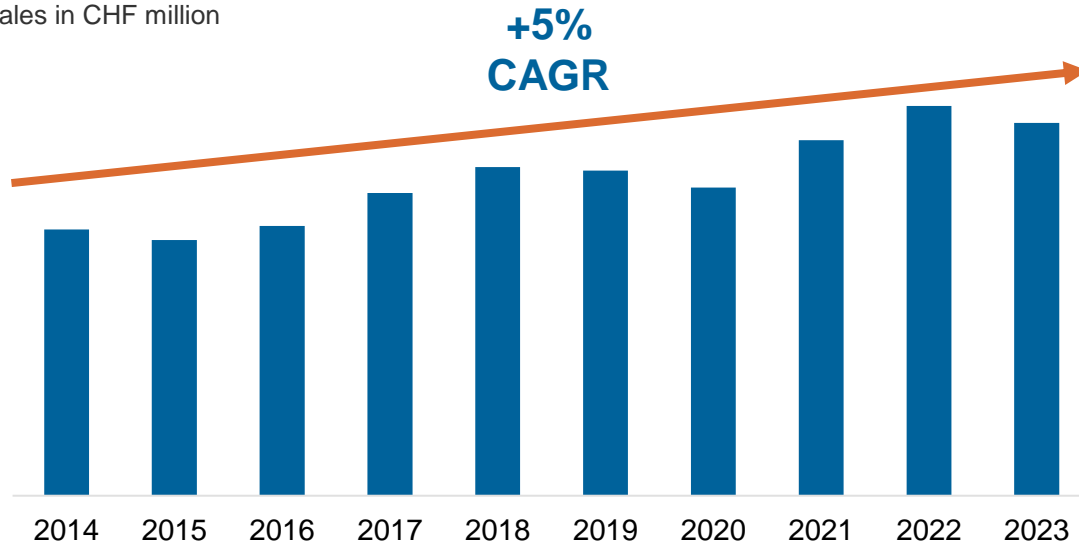


Source: Company information and filings; Geberit Piping: Piping Systems division; Aalberts: Building Technology division; Wavin as of 2022A

# Proven track record of strong financial performance

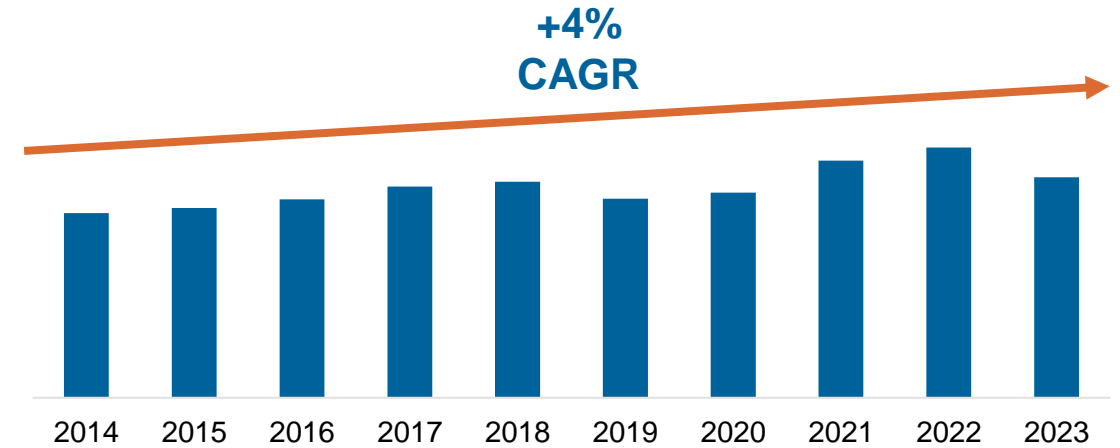
## GF Piping Systems

Sales in CHF million



## GF Building Flow Solutions (2014 – 2023 Uponor)

Sales in EUR million

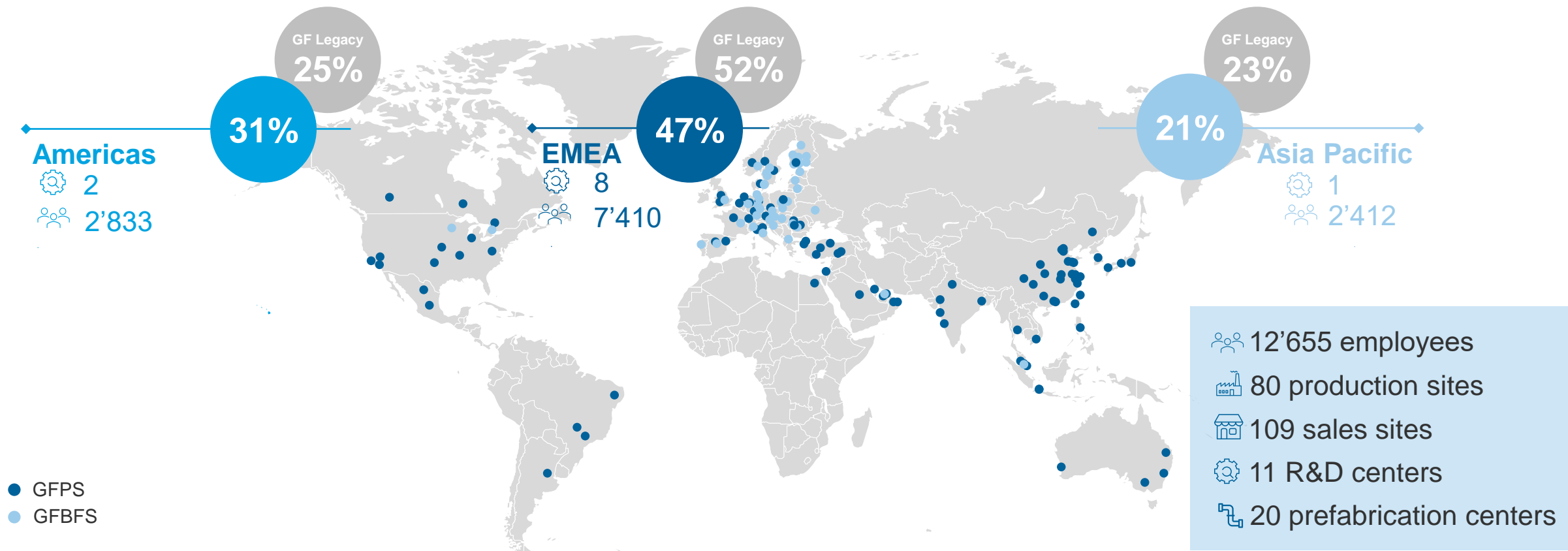


Three-year average EBITDA margin (comp.) well above 15%



# The end game: Global presence rebalanced

Water and Flow Solutions pro-forma 2023



R&D centers: May include multiple sites from the same area

# GF's sustainable solutions directly address attractive long-term growth trends



## Climate change and NRW

Disrupted water cycles lead to more droughts, floods and unpredictable weather

- ▶ Seamless solutions for aging water infrastructure and storage of water



## Rapid urbanization

Higher demands for housing and infrastructure in urban areas

- ▶ Reliable and efficient distribution of water and energy



## Energy efficiency in buildings

Indoor climate as major driver for energy consumption in buildings

- ▶ Reliable and efficient heating and cooling solutions



## Industrial innovations

Rapid development of strategic industries increases industrial water consumption

- ▶ Mission-critical fluid handling solutions

NRW = Non-revenue water

# GF going forward: three flow solutions business areas



**Buildings**



**Industry**



**Infrastructure**



# Building Flow Solutions in brief

## Sales (2023 pro-forma)

**CHF ~1'200 million**

## Customers

**#FERGUSON**



**Winsupply**  
THE WINSUPPLY FAMILY OF COMPANIES

**SAINT-GOBAIN**

**WOLSELEY**

**ahlsell**

## Key segments



**Hot & Cold Water  
Supply and Controls**



Connections



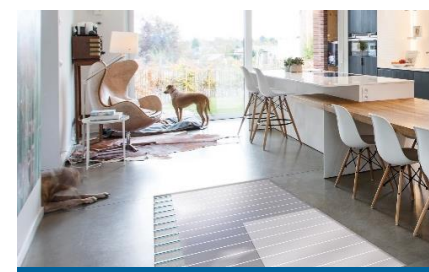
Piping



Valves



Digital  
Valves



**Heating & Cooling  
Solutions**



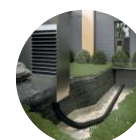
Radiant Heating &  
Cooling



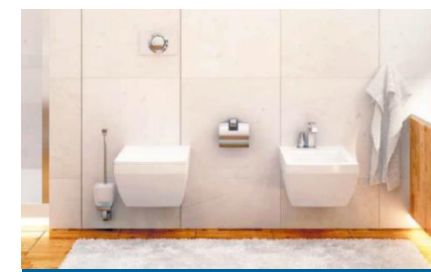
Installation  
Systems



Controls & Digital  
Services



Energy Distribution



**Wastewater Systems and  
Special Applications**



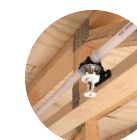
Drainage



Air Admittance  
Valves



Malleable  
Cast Iron



Fire  
Suppression

# Uponor Siccus Mini – Innovation for underfloor heating in renovation projects



## GF solution

- Low installation height of just 15 mm
- 31% less thermal energy than radiators
- Applicable for all types of floor covering



# Industry Flow Solutions in brief

**Sales** (2023 pro-forma)

**CHF ~1'100 million**

2023 pro-forma

**Customers**

**intel**

**PALL** Pall Corporation

**Micron**

**VEOLIA**

**tsmc**

**xylem**

**PUB**

**Key segments**



Microelectronics



Chemical Process



Water Industry



Marine



Data Center



Food and Beverage



Energy



Life Sciences



PVDF pipes



Pre-insulated pipes



PP pipes



PVC pipes



Valves



Actuators



Measurement & control



# GF enables mission-critical processing of fluids in water electrolysis plant



## GF solution

- Cost-efficient operations with durable plastic components
- Strong partnerships for mission-critical supplies
- Pre-fabrication for scalable, efficient installation on-site

# Infrastructure Flow Solutions in brief

Sales (2023 pro-forma)

**CHF ~900 million**

Customers



Key segments



Water Distribution



Gas Distribution



Waste & Storm water management



Repair systems



Fittings



Jointing solutions



Gasmeters and pipes



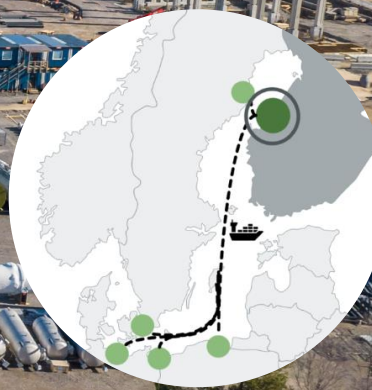
Gravity systems



Stormwater tanks & chambers



# GF enabling sustainable operation to produce battery-grade lithium hydroxide in Finland



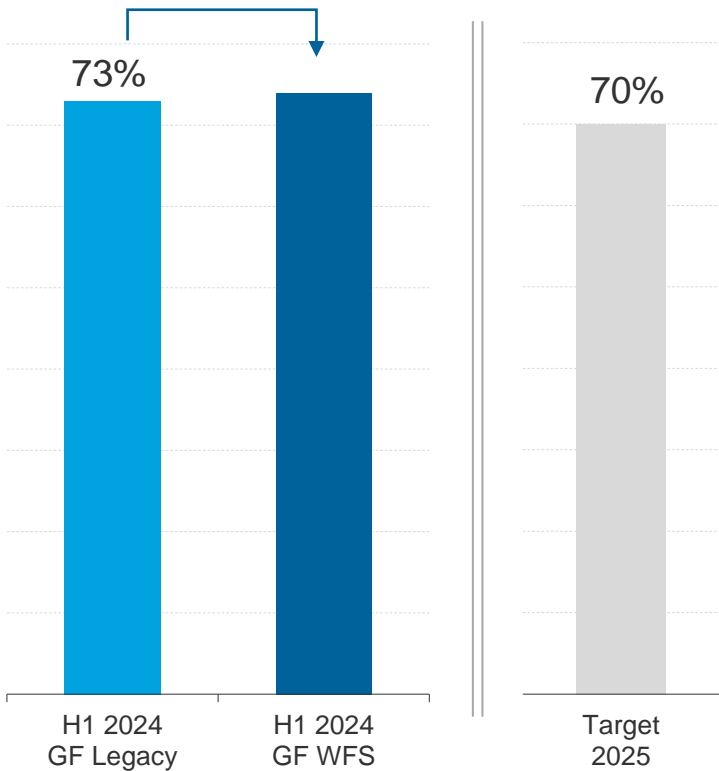
## GF solution

- Substitution of steel with long-lasting piping systems
- Expertise in design, installation, and support of complete solution
- Strong and reliable collaboration

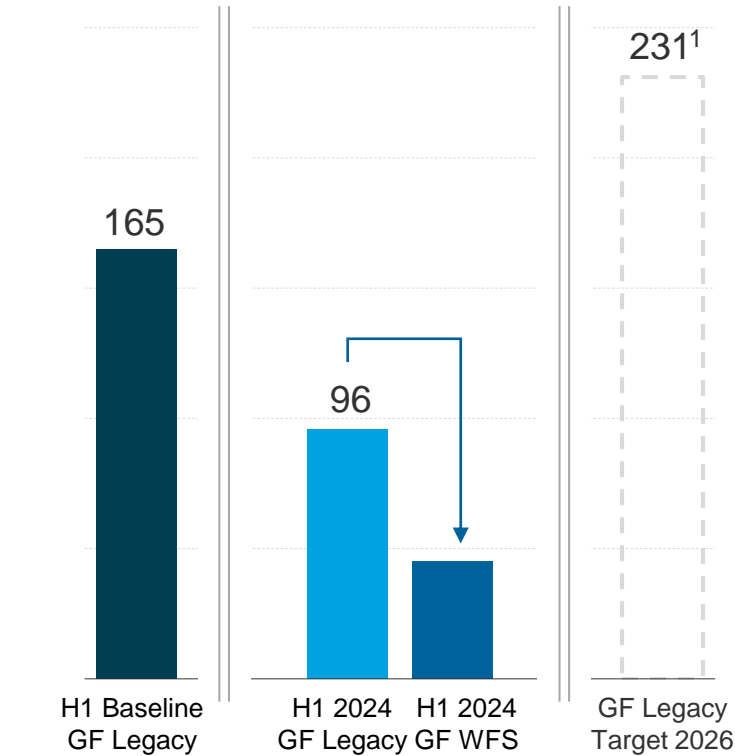


# Outlook: GF sustainability transformation is accelerated

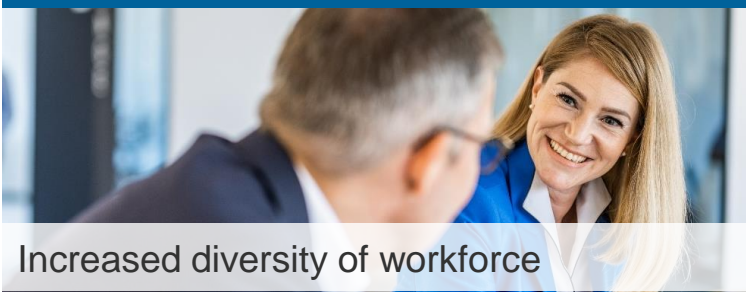
## Sales with social or environmental benefits as % of total sales



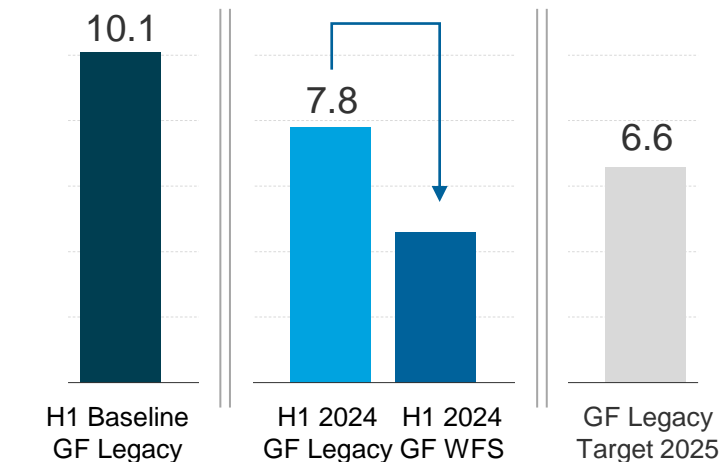
## CO<sub>2</sub>e emissions Scope 1 and 2, in 1'000 tonnes



<sup>1</sup> Full-year target 2026



## Accident rate (Lost time injury frequency rate) per million hours worked



# Building the global leader in Water and Flow Solutions



- ▶ GF is focused on becoming **THE industry leader**, leveraging market position, global reach, and superior solutions to capture key opportunities
- ▶ Accelerating **growth and resilience** by addressing attractive long-term growth markets in buildings, industry, and infrastructure
- ▶ GF's ambitious ESG agenda reinforces its **sustainability and innovation leadership**
- ▶ Strong balance sheet supports strategic investments, with **synergies from acquisitions** driving earnings expansion
- ▶ High **ROIC and organic growth** deliver attractive shareholder returns



